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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

National Intelligence Council

NIC #1898-83
10 March 1983

MEMORANDUM FOR: Warning Working Group

FROM : David Y. McManis
National Intelligence Officer for Warning

SUBJECT : Warning Reporting Seminar

1. Our first of a series of planned seminars on warning reporting vehicles was held on 17 February 1983 at the National Warning Staff in the Pentagon. By all measures it was a great success, in terms of participation, liveliness of discussion and substantive issues addressed. Most of the problem areas are familiar and longstanding, including being overwhelmed by current intelligence demands, parochialism, the problems of coordination, compartmentation and fear of being wrong.

2. A number of ideas for improving the foregoing conditions were voiced and worthy of further consideration by the Warning Working Group. They include some things already being pursued by the NIO/Warning and his staff and the following:

a. The development by each agency of a cadre of "warning analysts", trained in the business of warning and relieved of current intelligence responsibilities; provide mechanisms for their interaction with the community.

b. The need to sharpen the focus of monthly warning meetings.

c. The development of an alert vehicle which is not coordinated, is tailored to its audience and issued by the NIO/W in the name of the DCI but with participation by all agencies.

d. The need to improve understanding of the role of the Watch Committee.

e. The possible establishment of substantive warning points of contact within each agency or department who can support the NIO/W in substantive matters, including marshalling his agency's analysts towards a problem.

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f. The establishment of an alerting analysis which would encourage the presentation of alternative views in a single, concise document.

g. The cultivation of lateral dissemination of intelligence and liaison between analysts and counterparts in the policy and operational communities.

2. I believe the Warning Working Group can tackle some of these at least conceptually and hope we can discuss some of these items more fully in future meetings of the group. I also believe that seminars of this type are highly useful in sensitizing analysts to warning as well as in providing feedback as to how those who work in the system feel about its effectiveness and problems.

3. I will be addressing some specific proposals to you for your consideration. In the meantime would appreciate your reactions to the foregoing.

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David Y. McManis

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